

ADAPTIVE UNIVERSITIES

Social Learning and Performance
In the Age of the Unthinkable

The Age of the Unthinkable

Why is it unthinkable?

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Industrial age vs. Primeval culture

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Industrial age vs. Primeval mindset

- Competition vs. Contribution

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Why is it unthinkable?

Industrial age vs. Primeval mindset

- Competition vs. Contribution
- Individual vs. Community focus
- Linear vs. Spherical thinking

The *Way* We Think

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Our manner of thought is the culmination at any point in time of our education, experience and the depth of our reflection

- The depth of our reflection, within ourselves, is a measure of how deep we are able to see into the context of the question.

What do you consider to be the first
high-speed internet?

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- Roman Roads

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- Collapsed the time

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- Roman Roads
- Collapsed the time
- Expanded the reach

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- Roman Roads
- Collapsed the time
- Expanded the reach
- People Self-Synchronized

Social – an informal gathering of people for recreation or amusement; party

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- Of or having to do with human beings living together as a group in a situation in which their **dealings** with one another **affect their common welfare**

- **Information** at rest will remain at rest until acted on by an external force.

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- **Communication** is information in action.

The Speed of **Transmission**
vs.

The Speed of **Communication**

If a fax machine rings in the office and
there is no one there to receive it
does it still communicate

Per Bak's Sandpile

- Could avalanche be **predicted**?

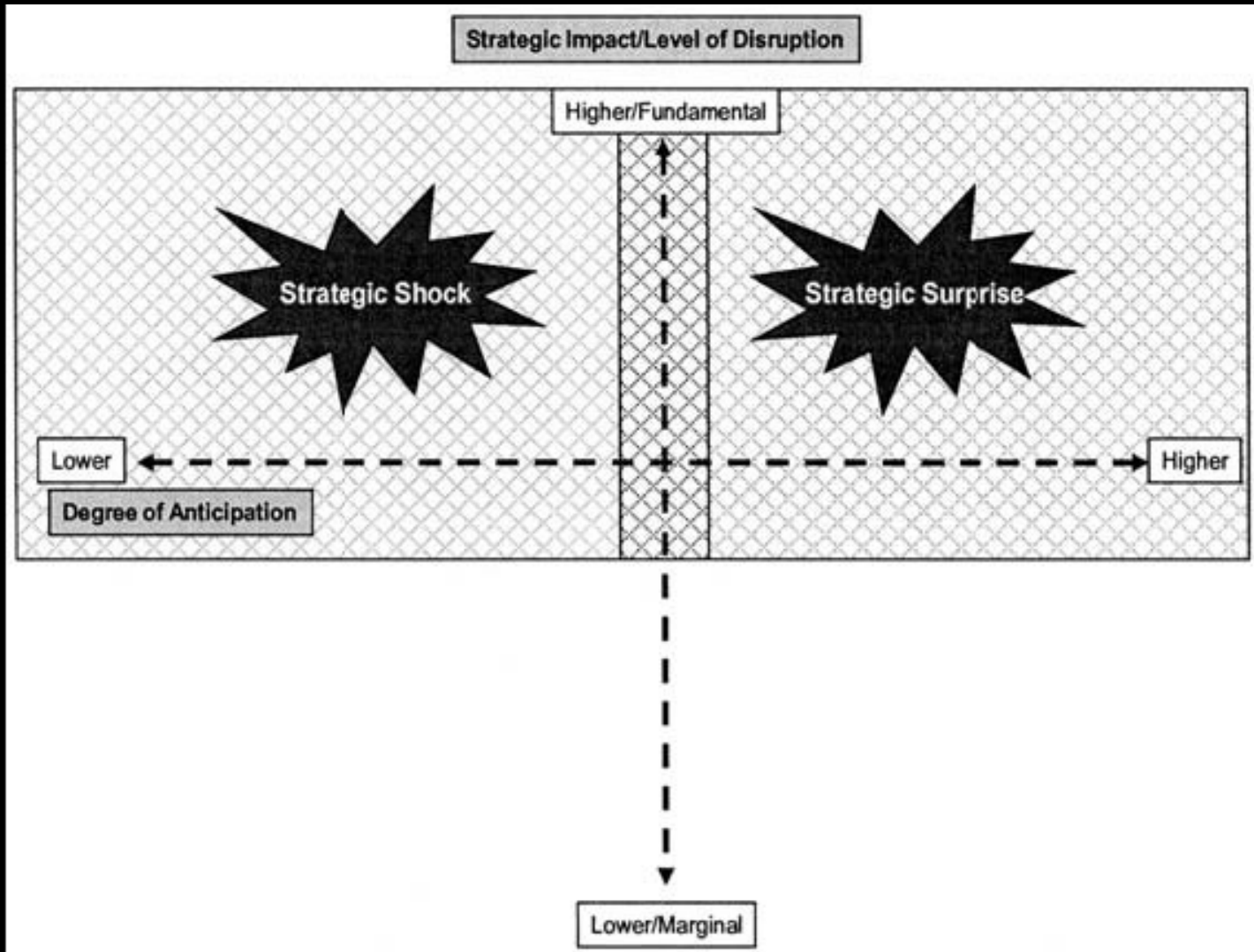
Per Bak's Sandpile

- Could avalanche be **predicted**?
- Would it be a strategic **shock** or strategic **surprise**?

Per Bak's Sandpile

- Could avalanche be **predicted**?
- Would it be a strategic **shock** or strategic **surprise**?
- Depends on the **strategic value** of the sandpile

Strategic Shock/Surprise



Strategic Shock VS. Strategic Surprise

There is no scientific break point between **strategic shock** and **strategic surprise**. The boundary separating the two is a function of an event's **strategic impact** ...

- **Nathan Freier**

Resilience, Empathy and Deep Security

Resilience requires adaptability, agility, and momentum

- We have no end-state, we are in constant motion and everything is connected

Empathy – the action of understanding

- Empathy is the depth of our reflection within ourselves to enable us to see into the context of others.

Deep Security

Requires a **complex adaptive system**

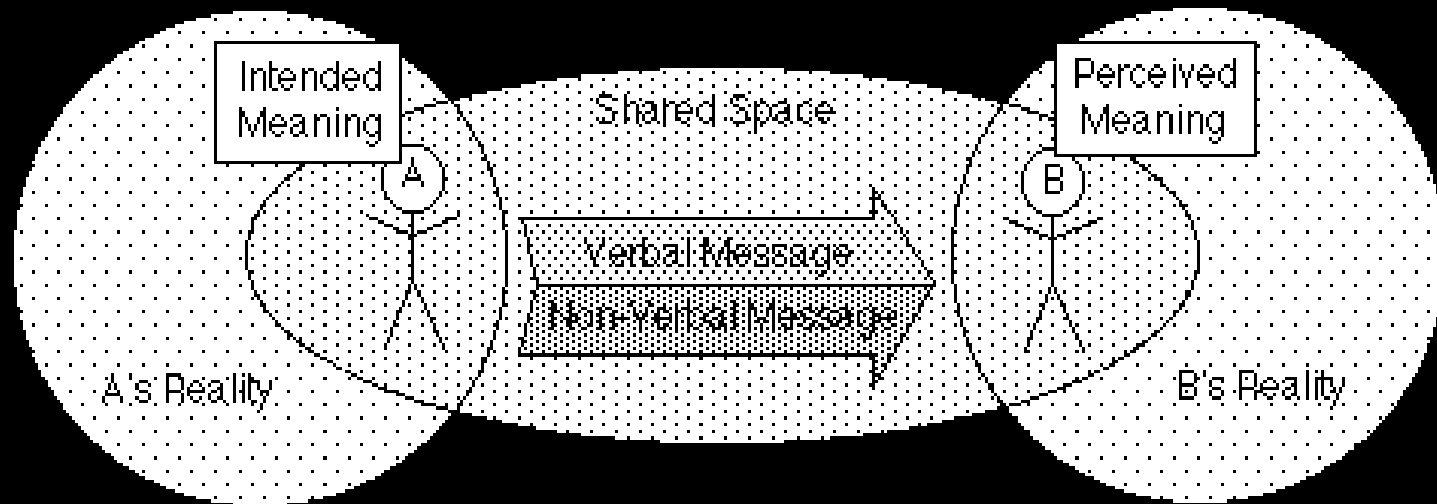
For which we need:

complex adaptive **communication** to
support a complex adaptive **training**
environment to grow a complex adaptive
network

Network Centric Warfare

- Metcalf's Law – The **value** of a network grows proportional to the square of the number of nodes
 - But the **power** of a network is a function of the affinity among the people on the network
- The Network is **PEOPLE**.

Communication

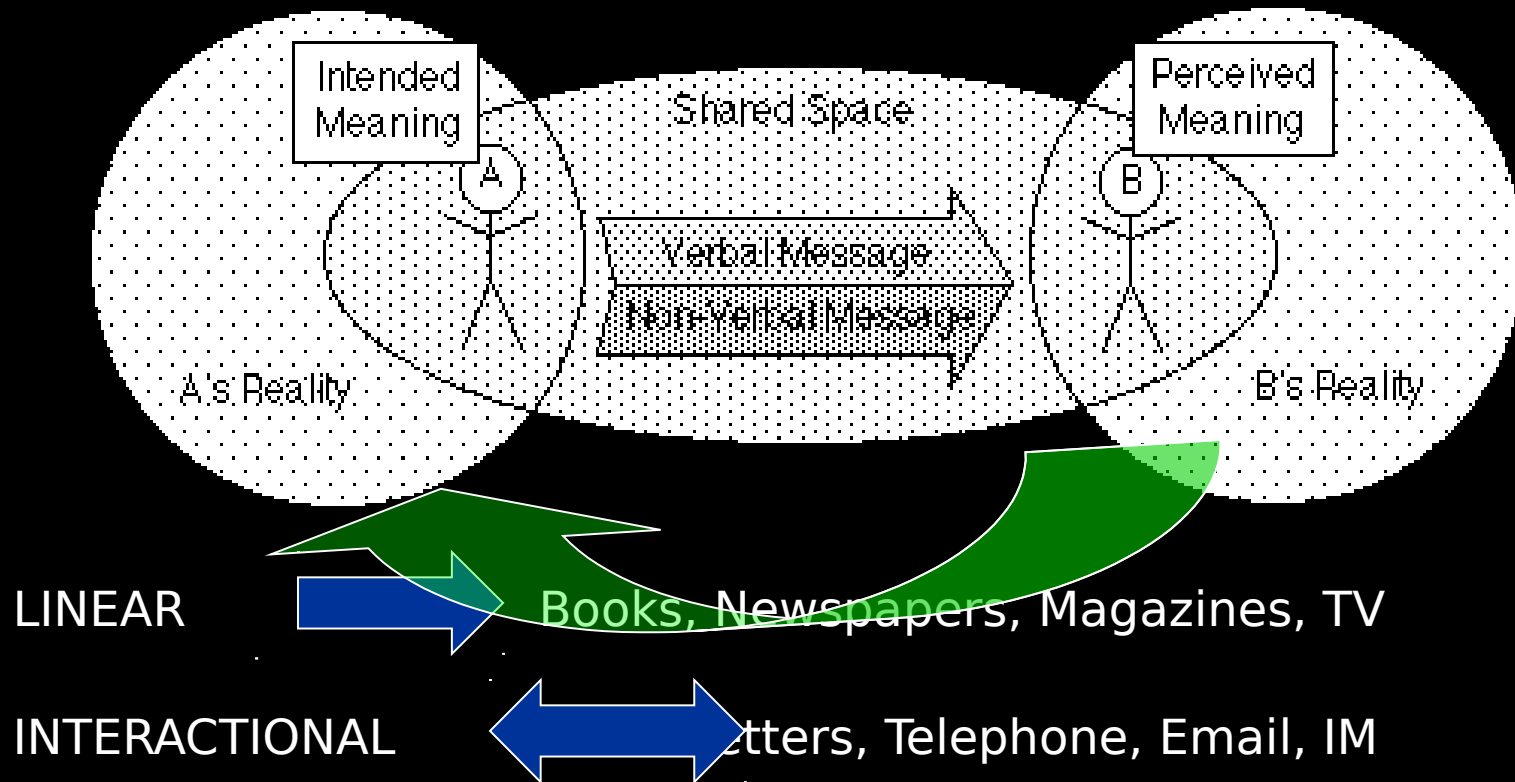


LINEAR

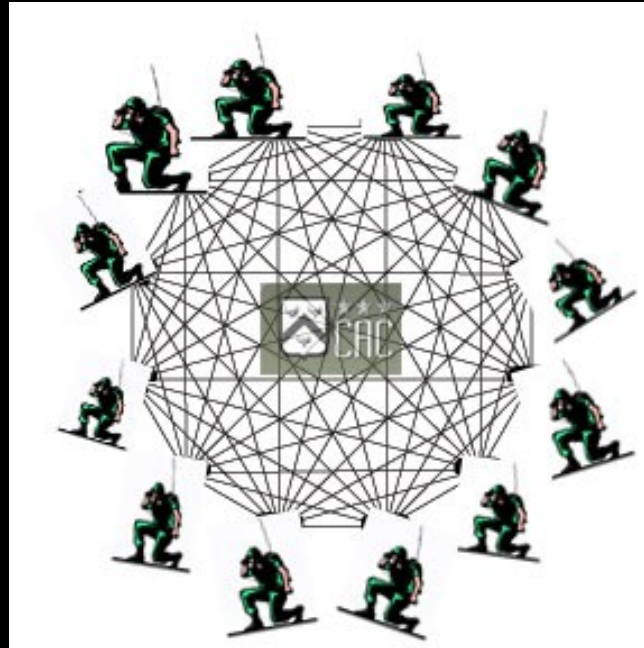


Books, Newspapers, Magazines, TV

Communication



Network Effects



Access to knowledge
from the pointy end-of-the-spear to the
comfy end-of-the-couch.

Questions?

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Network Centric Warfare

- Network Theory
 - Nodes and Ties
- Wave Theory
 - Energy and direction
- Communication Theory
 - Human doings

Network Centric Warfare

- Wave Theory tells us that energy intersecting a wave at certain angles will either increase or decrease the amplitude. The amplitude being the total force of the energy of the wave.
- Communication acts as a wave with information as its energy.

KNOWN UNKNOWNNS

*Defense analysis and strategy are inherently reactive. Historically, defense strategy development and planning have demonstrated three critical flaws. For too long, they have been **overly reactive**. Corporately, they have **lacked sufficient imagination**. And, as a result, both have been **vulnerable to surprise**.*

- Nathan Freier, KNOWN UNKNOWNNS: Unconventional strategic shocks in Defense strategy development, SSI Nov. 2008

- Reactions are based on our training
- Training is based on our imagination
- Imagination is based on our thinking
- Thinking is based on our
 - Education
 - Experience
 - Reflection